

**RESOLUTION NO. 2013-23**

**A RESOLUTION OF THE VILLAGE COUNCIL OF THE  
VILLAGE OF KEY BISCAYNE, FLORIDA, ACCEPTING THE  
STRATEGIC PLAN FOR FISCAL YEAR 2013/2014  
ATTACHED AS EXHIBIT “A;” PROVIDING FOR VILLAGE  
MANAGER AUTHORIZATION; AND PROVIDING FOR AN  
EFFECTIVE DATE.**

**WHEREAS**, the Village Manager has recommended the development of a Strategic Plan (the “Plan”) for fiscal year 2013/2014, attached as Exhibit “A,” which consists of priorities of the Village to help guide the budget process and to ensure that the Village Council clearly communicates its priorities to Village staff and the public; and

**WHEREAS**, the Village Council conducted strategic planning sessions to determine the priorities for the Village and the initial indicators needed to measure progress towards these priorities; and

**WHEREAS**, the Village Council identified 24 twenty-four distinct priorities within three broader categories and desires to accept these priorities and accompanying performance indicators as its Plan; and

**WHEREAS**, the Village Council finds that this Resolution is in the best interest and welfare of the residents of the Village.

**NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF THE  
VILLAGE OF KEY BISCAYNE, FLORIDA, AS FOLLOWS:**

**Section 1.     Recitals Acceptance.** The Village Council hereby accepts the strategic plan consisting of the Village priorities and its indicators.

**Section 2.     Strategic Plan Accepted.** The Village Council hereby accepts the Plan attached as Exhibit “A.”

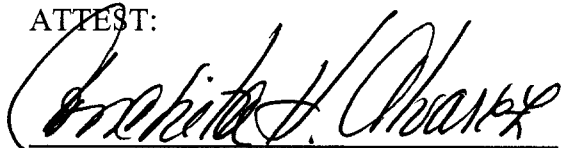
**Section 3. Village Manager Authorized.** The Village Manager is hereby authorized to implement the provisions of the Plan and to do any and all things necessary to carry out the provisions of this Resolution.

**Section 4. Effective Date.** This Resolution shall be effective immediately upon adoption.

PASSED AND ADOPTED this 25th day of June, 2013.

  
MAYOR FRANKLIN H. CAPLAN

ATTEST:



CONCHITA H. ALVAREZ, MMC, VILLAGE CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY


  
VILLAGE ATTORNEY



EXHIBIT "A"

# STRATEGIC PLAN



FISCAL YEAR 2012-2013

## **VILLAGE OF KEY BISCAYNE 2012-2013 STRATEGIC PLAN PREAMBLE**

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The fundamental purpose of the 2013 Key Biscayne Village Strategic Plan is to fulfill our vision - “Keeping the “Village” in Our Village”.

The Priorities of Good Government, Strong Infrastructure and Stewardship, as well as the Strategic Results, express the ways we will retain our intrinsically positive qualities and maintain our small-town, island character. The Council wishes to engage all residents in the future of the Key, in civic affairs and in the implementation of the Strategic Plan.

The best way to describe the perspective the Council brought to the planning process is a quote by one of the members - “We all love the Key”. The Council built the Plan with a desire for future Village Councils that their planning and decisions will continue to promote and perpetuate the vision of “Keeping the “Village” in our Village”.

The Council adopted the stance of a local government driven by a passion for accomplishing results for customers, the residents of Key Biscayne. Our residents will see that many accomplishments will follow over the next 5 years as the Strategic Plan is implemented by our highly competent and committed Village employees. The safety of our homes and neighborhood is exceptionally well protected by our public safety professionals and will continue to receive our strongest support through the budget.

## **PRIORITY: GOOD GOVERNMENT**

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By July 1, 2013, the Village residents and visitors will have access to an established concierge who is available Monday-Friday, 8-5 to provide personal (in-person), professional information, referral, problem solving, and follow-up services.

LEADER: JOHN C. GILBERT, VILLAGE MANAGER

By October 1, 2013, 100% of targeted (non-confidential) Village check register payments will be accessible on-line on a monthly basis.

LEADER: VIVIAN PARKS, FINANCE DIRECTOR

By December 31, 2013, 100% of targeted services and transactions are available to Village business owners, residents, visitors and tourists via on-line access.

LEADER: JUD KURLANCHEEK, BUILDING, ZONING PLANNING DIRECTOR

By Dec 31, 2013, the Village will have administered an employee survey, evaluated the results, and delivered an analysis report to the Village Council.

LEADER: JOHN C. GILBERT, VILLAGE MANAGER

By October 1, 2015, the following departments/divisions will have successfully completed the appropriate department-level self-assessment and/or accreditation review in the following departments:

- Parks and Recreation Department
  - Community Center Division
  - Athletics Division
- Public Works Division
- Building, Zoning and Planning Department

LEADERS: TODD HOFFERBERTH, PARKS DIRECTOR AND

JUD KURLANCHEEK, BUILDING ZONING AND PLANNING DIRECTOR

By 2015, 100% of the Village's positions/recommendations/legislative initiatives in regard to other governmental entities are adopted, as example:

- Virginia Key
- Rickenbacker Causeway
- Bridges
- Miami-Dade Central Waste Water Treatment Plant (WWTP)

LEADERS: VILLAGE COUNCIL

By 2015, 100% of employees will have annual performance plans in place; by 2015, 100% employees will have performance evaluations completed.

LEADER: ERIC LANG, FIRE CHIEF

By 2015, all Departments will have Strategic Business Plans that align to the Village Strategic Plan.

LEADER: ERIC LANG, FIRE CHIEF

By FY 2016, the Village will have a performance-based budget in place that ties budget dollars to results for all Departments and operational programs

LEADER: ERIC LANG, FIRE CHIEF

## **PRIORITY: PERPETUAL STEWARDSHIP**

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By 2014, 100% of all Village streets will have the targeted number of live trees, consistent with the Village of Key Biscayne Street Tree Master Plan.

LEADER: JUD KURLANCHEEK, BUILDING, ZONING PLANNING DIRECTOR

\*By 2016, the amount and condition of Key Biscayne's beaches will be maintained in excellent, well-nourished condition on an ongoing basis as evidenced by:

- Quality of Sand
- Quality of Dune System
- Average Beach Width
- Regular Beach Restoration
- Marine turtles continue to nest on Key Biscayne's beaches

LEADER: JUD KURLANCHEEK, BUILDING, ZONING PLANNING DIRECTOR

By 2016, the Village will have 6 additional acres of recreational green space/natural preserve

LEADER: JUD KURLANCHEEK, BUILDING, ZONING PLANNING DIRECTOR

\*Notes: The Council wants a proactive beach renourishment program to better the condition of the beach. Additionally, gain a broader recognition of events occurring upstream that may affect Key Biscayne beaches. Lastly, identify all potential funding sources and share fiscal responsibility up the eastern seaboard (regionally and nationally).

## **PRIORITY: STRONG INFRASTRUCTURE**

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By December 31, 2013 a program needs assessment and feasibility study for the Community Center will be completed and delivered to the Council.

LEADER: TODD HOFFERBERTH, PARKS DIRECTOR

By December 31, 2013 Removal of the Bandstand will be completed.

LEADER: TODD HOFFERBERTH, PARKS DIRECTOR

By December 2013, a feasibility study for burying power lines will be completed; if feasible, 10% of targeted lines will be buried.

LEADERS: VILLAGE COUNCIL

By July 2014, the Village will have acquired the County-owned property adjacent to Village Hall.

LEADER: JOHN C. GILBERT, VILLAGE MANAGER

By 2014, an inter-local agreement will be established between the Village and Miami-Dade County providing appropriate Library service/facility for residents of Key Biscayne and implemented by July 1, 2015.

LEADER: JOHN C. GILBERT, VILLAGE MANAGER

By FY 2015, a formal Capital Improvement Planning process will be adopted.

LEADER: JENNIFER DUQUE, EXECUTIVE ASSISTANT TO VILLAGE MANAGER

By 2015, the Village will have acquired and/or constructed a permanent Public Works facility.

LEADER: JOHN C. GILBERT, VILLAGE MANAGER

By October 1, 2016, 45 additional parking spaces will be available to Village residents coming to the Civic Center and Village Green.

LEADERS: VILLAGE COUNCIL

By December 2016, a program design for the additional 4500 sq ft at the Community Center will be competed and delivered to the Council.

LEADER: TODD HOFFERBERTH, PARKS DIRECTOR

By December 2016, a facility will be fully operational for active seniors and seniors who are 80+ years old.

LEADER: TODD HOFFERBERTH, PARKS DIRECTOR

By 2020, the Miami-Dade Central Waste Water Treatment Plant at Virginia Key will be moved to a location that is secure from storm surge, no longer dumps effluent into the sea and is capable of handling future growth and rising water.

LEADERS: VILLAGE COUNCIL



By 2020, all steps will have been taken to ensure the continued use of the Beach Club property for Village residents.

LEADERS: VILLAGE COUNCIL

*Placeholder for Bond Authority discussion.*